

REVEREND CLERGY, DISTINGUISHED MEMBERS OF THE CITY COUNCIL,
SCHOOL COMMITTEE, ELECTRIC LIGHT COMMISSION, LIBRARY TRUSTEES, PUBLIC
OFFICIALS, FAMILY, FRIENDS AND CITIZENS OF PEABODY. IT IS A DISTINCT
PRIVILEGE AND HONOR FOR ME TO STAND BEFORE YOU TONIGHT AS YOUR MAYOR,
AT THIS, THE 37TH INAUGURAL IN THE HISTORY OF OUR CITY.

TONIGHT'S INAUGURAL AND ORGANIZATION OF GOVERNMENT MARK THE
BEGINNING OF THE NEXT TWO YEARS IN OUR FULFILLING THE TRUST AND
CONFIDENCE OUR CITIZENS HAVE PLACED IN US. IT ALSO MARKS THE CHANGE
IN SOME MEMBERS OF THE CITY COUNCIL. I WANT TO TAKE THIS OPPORTUNITY
TO BOTH PERSONALLY AND ON BEHALF OF ALL THE CITIZENS OF THE CITY OF
PEABODY THANK GEORGE MARC-AURELE, RICHARD REEVES AND TOM WALSH FOR
THEIR DEDICATION, HARD WORK AND COMMITMENT TO OUR COMMUNITY. COLLECTIVELY
THE THREE MEMBERS HAD OVER TWENTY YEARS OF SERVICE AS MEMBERS OF THE
CITY COUNCIL, AND HAVE ALL MADE SIGNIFICANT CONTRIBUTIONS TOWARD THE
PROGRESS OF OUR CITY.

I ALSO WANT TO TAKE THIS OPPORTUNITY TO WELCOME THEIR REPLACEMENTS, SHARON KOKORAS, BOB DRISCOLL AND VINNIE RAPONI. I LOOK FORWARD TO WORKING WITH ALL OF YOU OVER THE NEXT TWO YEARS IN THE SAME SPIRIT OF COOPERATION AS YOUR PREDECESSORS.

I WANT TO EXTEND MY CONGRATULATIONS TO THE NEW COUNCIL PRESIDENT LOU CERSOSIMO, I LOOK FORWARD TO WORKING WITH HIM OVER THE NEXT TWO YEARS. CONGRATULATIONS ARE ALSO IN ORDER FOR LAST YEAR'S PRESIDENT JIM MOUTSOULAS FOR AN OUTSTANDING JOB IN LEADING THE COUNCIL AND PROVIDING A GOOD RELATIONSHIP WITH THE EXECUTIVE BRANCH OF GOVERNMENT.

I ALSO WANT TO TAKE A MOMENT TO EXPRESS MY SINCERE GRATITUDE TO THE PEOPLE OF THIS CITY FOR THEIR SUPPORT DURING THE RECENT ELECTION. TO RECEIVE 84 PERCENT OF THE VOTE IS EXTREMELY GRATIFYING TO ME. I HOPE IT IS AN EXPRESSION OF THE BELIEF THAT NO MATTER HOW UNPOPULAR THE DECISION OR POLICY, THIS ADMINISTRATION HAS ACTED ACCORDING TO WHAT WE BELIEVE TO BE FAIR AND IN THE BEST INTEREST OF THE CITY.

THE SUCCESSES WE HAVE ACCOMPLISHED AND THOSE WE HOPE TO ACCOMPLISH REQUIRE WORKING TOGETHER, RESPECTING EACH OTHERS OPINIONS AND REALIZING OUR RESPONSIBILITIES TO THE PEOPLE WE REPRESENT. I BELIEVE FOR THE PAST TWO YEARS WE HAVE DONE JUST THAT AND I WOULD THEREFORE LIKE TO THANK THE CITY COUNCIL, SCHOOL COMMITTEE AND THE VARIOUS DEPARTMENT HEADS, PUBLIC OFFICIALS, BOARDS, COMMISSIONS, STATE AND FEDERAL OFFICIALS AND OTHER INDIVIDUALS AND GROUPS BOTH PUBLIC AND PRIVATE. YOU HAVE ALL WORKED WELL OVER THE PAST TWO YEARS TO PROVIDE A SMOOTH FUNCTIONING MUNICIPAL GOVERNMENT.

I EXTEND AGAIN MY HAND OF COOPERATION TO EACH OF YOU TO CREATE AN ATMOSPHERE THAT ALLOWS US TO ACCOMPLISH THOSE THINGS THAT MAKE OUR COMMUNITY A BETTER PLACE IN WHICH TO LIVE.

OVER THE PAST SEVERAL YEARS OUR CITY HAS MADE GREAT PROGRESS AND WE HAVE MET MANY OF THE GOALS WE HAD SET.

HOWEVER, NOW IS NOT THE TIME FOR US TO REST ON PAST LAURELS, BUT RATHER TO BUILD ON WHAT WE HAVE ACHIEVED AND TO SET NEW GOALS. FOR THOSE OF US WHO BELIEVE THAT WE CAN BE MORE THAN WHAT WE ARE AND HAVE OUR OWN VISION OF WHAT THIS COMMUNITY SHOULD BE, LET US WORK TOGETHER AND MAKE IT HAPPEN. NO ONE IN THIS GOVERNMENT SHOULD BE SATISFIED WITH THE STATUS QUO AND TO THOSE WHO WORK IN THIS ADMINISTRATION LET THE MESSAGE BE CLEAR THAT MORE WILL BE ASKED FOR, AND MORE WILL BE EXPECTED. MORE IN TERMS OF EFFORT, MORE IN TERMS OF INNOVATION, MORE IN TERMS OF PRIDE AND PERSONAL COMMITMENT TO THIS COMMUNITY. I ASK YOU TO JOIN WITH ME AS WE START OUR NEW TERM TO HELP DIRECT THIS CITY TO THE GREATEST HEIGHTS IT CAN POSSIBLY ACHIEVE.

IT IS WITH A RENEWED COMMITMENT AND A GREAT DEAL OF ENTHUSIASM THAT I START THIS TERM OF OFFICE. YOU HAVE HONORED ME WITH A GREAT VICTORY AND I, IN TURN, WANT TO GIVE YOU MY VERY BEST.

OVER THE NEXT TWO YEARS WE WILL BE FACING A MULTITUDE OF ISSUES.

TONIGHT I WOULD LIKE TO TOUCH ON A FEW. FINANCING MUNICIPAL GOVERNMENT IS ONE OF THE MOST DIFFICULT TASKS COMMUNITIES FACE. PEABODY HAS DONE WELL IN LIGHT OF ALL THE CONSTRAINTS PLACED ON IT BY PROPOSITION 2½.

THIS PAST NOVEMBER WE WERE ABLE ONCE AGAIN TO SEND OUT THE TAX BILLS WITHOUT ANY INCREASE FOR THE 8TH YEAR IN A ROW. AS A MATTER OF FACT, WE WERE 2.5 MILLION DOLLARS BELOW WHAT PROPOSITION 2½ ALLOWS US TO TAX. I BELIEVE OUR FINANCIAL SITUATION IS SUCH THAT WE CAN DEAL WITH A FLATENING OF THE ECONOMY WITHOUT IMPACTING SERVICES. I FIRMLY BELIEVE THAT WHEN DEALING WITH FINANCES WE NEED TO CONCERN OURSELVES BOTH WITH THE PRESENT AND THE FUTURE. WE HAVE DONE JUST THAT AND HAVE NOT TAKEN AN ATTITUDE OF LET SOMEONE ELSE DEAL WITH THE FUTURE. WE ARE WORKING HARD TO ASSURE THE NEXT GENERATION IS NOT BURDENED BY IRRESPONSIBLE SPENDING AND THE TURNING OF OUR BACKS ON FINANCIAL OBLIGATIONS.

TO THAT END WE HAVE IN THE LAST SEVERAL YEARS REDUCED OUR BONDED
INDEBTEDNESS BY ONE HALF, FROM 37 MILLION TO 18 MILLION; WE ARE
ADDRESSING THE UNFUNDED LIABILITY OF OUR PENSION SYSTEM; OUR CAPITAL
IMPROVEMENT PROGRAM IS PRESERVING OUR INVESTMENT IN OUR BUILDINGS AND
EQUIPMENT; WE NOW HAVE A STABILIZATION FUND FOR FUTURE NEEDS; AND WE
ARE NOT CARRYING DEFICITS NOR ARE WE BORROWING IN ANTICIPATION OF TAXES.

THIS PAST YEAR OUR BOND RATING WAS INCREASED BY BOTH MOODY'S
INVESTMENT SERVICES AND STANDARD AND POORS, A CLEAR INDICATION OF OUR
IMPROVED FINANCIAL CONDITION ALONG WITH IMPROVED MANAGEMENT. IN 1988
WE WILL HAVE ANOTHER REVIEW. I BELIEVE OUR BOND RATING WILL AGAIN
BE UPGRADED. ALL OF OUR FINANCIAL OFFICES HAVE BEEN STRENGTHENED BOTH
TECHNICALLY AND PHYSICALLY. WE CANNOT LIVE IN THE PAST BUT MUST LOOK
TO THE FUTURE; THE PAST IS A BENCH MARK OF WHERE WE HAVE BEEN. WE
NOW MUST PLAN FOR THE FUTURE, A FUTURE THAT WILL BE CHALLENGING AT
THE LEAST.

THIS PAST YEAR OUR HEALTH INSURANCE COST ROSE ONE MILLION DOLLARS AND PROJECTIONS INDICATE ANOTHER INCREASE OF A MILLION DOLLARS NEXT YEAR. WE MUST WORK TOGETHER, BOTH MANAGEMENT AND THE UNIONS, TO FIND SOLUTIONS TO THIS PROBLEM. THIS IS NOT JUST A MANAGEMENT PROBLEM BECAUSE THE IMPLICATIONS WILL FILTER DOWN TO RANK AND FILE EMPLOYEES.

THE YEAR AHEAD WILL ALSO SEE MAJOR DECISIONS REGARDING THE SOUTH ESSEX SEWERAGE DISTRICT AND THE MASSACHUSETTS WATER RESOURCES AUTHORITY WHICH CARRY SIGNIFICANT COST IMPACTS TO OUR COMMUNITY, NOT TO MENTION NEW LEGISLATION ON THE FEDERAL LEVEL IN REGARD TO BOTH WATER AND SEWER TREATMENT WHICH WILL ALSO HAVE A SEVERE IMPACT FINANCIALLY.

ADD TO THAT COLLECTIVE BARGAINING AGREEMENTS AND NORMAL INCREASE OF GOODS AND SERVICES AND WE ARE TALKING SUBSTANTIAL COST IMPACTS. WE MUST BE PREPARED TO DEAL WITH THESE ISSUES AND OTHERS THAT CARRY PRICE TAGS, WHICH, IF WE ARE NOT CAREFUL, COULD SERIOUSLY IMPACT SERVICES.

WE HAVE TAKEN A PRUDENT APPROACH IN THE EXPENDITURE OF PUBLIC FUNDS AND I ASSURE YOU THE NEXT TWO YEARS WILL BE NO DIFFERENT. WE HAVE A RESPONSIBILITY TO INSURE THAT WE MAINTAIN A HIGH QUALITY OF LIFE FOR OUR GENERATION AND OUR CHILDRENS' GENERATION.

OUR NEIGHBORHOODS ARE BETTER TODAY BECAUSE OVER THE LAST SEVERAL YEARS WE WERE ABLE TO OBTAIN OVER SIX MILLION DOLLARS IN MASSACHUSETTS SMALL CITIES PROGRAM FUNDS WHICH HAS ALLOWED US TO RENOVATE OVER 700 UNITS OF HOUSING, REPAVE STREETS AND SIDEWALKS, IMPROVE RECREATION AREAS AND ALSO ASSIST SMALL BUSINESSES. THE WORK WILL CONTINUE THROUGH THE NEXT TWO YEARS DUE TO THE FACT THE CITY WAS RECENTLY AWARDED 1.4 MILLION DOLLARS TO CONTINUE THE PROGRAM.

OUR NEIGHBORHOODS ARE ALSO BETTER TODAY BECAUSE IN 1986 WE INITIATED THE CITY'S FIRST OPEN SPACE AND RECREATION MASTER PLAN. THIS PLAN DID NOT COLLECT DUST ON THE SHELF.

SINCE ITS ADOPTION WE HAVE EXPENDED OVER ONE MILLION DOLLARS ACQUIRING OPEN SPACE AND IMPROVING OUR RECREATIONAL FACILITIES. A NUMBER OF PARKS HAVE BEEN RENOVATED ALONG WITH THE CONSTRUCTION OF A NEW SOCCER FIELD AT THE HIGH SCHOOL.

IN ADDITION TO SMALL CITIES FUNDS, WE WILL BE SUBMITTING GRANT APPLICATIONS FOR A NUMBER OF NEW RECREATIONAL INITIATIVES. IT IS MY HOPE THAT THE CITY OF PEABODY AND EASTMAN GELATIN CORPORATION CAN ARRIVE AT A MUTUAL AGREEMENT THAT ALLOWS THE CITY TO UTILIZE SOME OF THEIR OPEN LAND FOR AN 18 HOLE GOLF COURSE FOR THE CITIZENS OF OUR CITY. THIS CERTAINLY WOULD BE A WELCOME ADDITION, COUPLED WITH BROOKSBY FARM. IT WOULD PROVIDE TWO OUTSTANDING FACILITIES FOR OUR CITIZENS. WE HAVE DONE SOME PRELIMINARY PLANS AND IT APPEARS THAT THE AREA IN QUESTION IS SUFFICIENT TO ACCOMMODATE A GOLF COURSE WITH THE NECESSARY AMENITIES. IT IS AN EXCITING CONCEPT AND WE WILL BE PURSUING IT OVER THE NEXT SEVERAL MONTHS.

I ALSO LOOK BEYOND THE POSSIBILITY OF A GOLF COURSE AND ASK WHY NOT A SPORTS AND HEALTH CENTER WITH ADDITIONAL FACILITIES.

OVER THE NEXT TWO YEARS I INTEND TO COMMIT SIGNIFICANT FUNDS TO OPEN SPACE AND RECREATION PROGRAMS WHICH I BELIEVE WILL FURTHER ENHANCE THE QUALITY OF LIFE IN OUR COMMUNITY.

OUR NEIGHBORHOODS WILL BE BETTER BECAUSE WE HAD THE FORESIGHT TO CONDUCT A CITY WIDE TRAFFIC STUDY AND IDENTIFY AREAS WHERE IMPROVEMENTS CAN BE MADE TO INSURE THE SAFETY OF OUR CITIZENS. SINCE THE COMPLETION OF THE TRAFFIC STUDY IN 1987, WE HAVE WIDENED SUMMIT STREET AND BEGUN TO DESIGN SAFETY AND TRAFFIC IMPROVEMENTS AT THE INTERSECTIONS OF LYNN STREET AND COUNTY STREET; LOWELL AND LAKE; RUSSELL, GOODALE AND LOWELL; AND ROUTE ONE AND LOWELL STREET. THE CITY WILL CONTINUE TO IMPLEMENT THE RECOMMENDATIONS OF THE STUDY OVER THE NEXT TWO YEARS.

OUR NEIGHBORHOODS ARE ALSO BETTER TODAY BECAUSE OUR CITIZENS HAVE PRIDE IN THEIR CITY AND IN THEMSELVES. OUR PRIDE IN PEABODY CAMPAIGN IS IN ITS 5TH YEAR. TRAFFIC ISLANDS HAVE BEEN ADOPTED AND BEAUTIFIED BY LOCAL SPONSORS. STREETS HAVE BEEN CLEANED, LITTER HAS BEEN COLLECTED AND HOUSES HAVE BEEN PAINTED.

THE PRIDE THAT OUR CITIZENS HAVE SHOWN FOR THEIR CITY DOES NOT OVERSHADOW THE PRIDE THEY HAVE IN THEMSELVES AND THEIR HERITAGE. THIS YEAR WE HELD THE 4TH INTERNATIONAL FESTIVAL. OVER 40,000 PEOPLE ATTENDED THIS EVENT AND IT WAS EVIDENT THAT PEOPLE FELT PRETTY GOOD ABOUT THEMSELVES AND THEIR COMMUNITY. I INTEND TO COMMIT MORE RESOURCES TO THE VARIOUS COMMUNITY PROGRAMS SUCH AS PRIDE IN PEABODY, THE INTERNATIONAL FESTIVAL AND OTHERS. WHETHER WE REALIZE IT OR NOT, THE PHYSICAL APPEARANCE OF OUR COMMUNITY AND THE ATTITUDE OF OUR PEOPLE SPEAKS VOLUMES ABOUT HOW WE SEE OURSELVES.

OUR PEOPLE HAVE PRIDE IN THEIR CITY AND IN THEMSELVES AND RIGHTFULLY SO. PEABODY HAS A RICH HERITAGE, A COMMUNITY WHICH HAS SEEN GOOD TIMES ALONG WITH THE BAD. A COMMUNITY THAT HAS FELT THE STRAIN OF BEING AN ETHNIC MELTING POT, AND THAT IS WHY I AM TRULY EXCITED THAT WE HAVE BEEN AWARDED A QUARTER OF A MILLION DOLLAR GRANT TO CONVERT THE BIRTHPLACE OF THE CITY'S NAMESAKE INTO THE GEORGE PEABODY CULTURAL CENTER. I AM PLEASED TO ANNOUNCE THAT THIS PROJECT WILL BE UNDER CONSTRUCTION THIS YEAR. THE CENTER WILL PRESENT EXHIBITS DEPICTING THE HISTORY OF THE CITY, HIGHLIGHTING THE COMMUNITY'S BEGINNING, THE LIFE OF GEORGE PEABODY, THE CITY'S PROMINENCE IN THE LEATHER INDUSTRY AND THE CONTRIBUTION OF PEABODY CITIZENS TO THEIR COMMUNITY, THEIR COUNTRY AND THE WORLD.

WE HAVE NOW CREATED OVER 4,000 JOBS FOR OUR CITIZENS BECAUSE OF OUR WORK IN THE CENTENNIAL INDUSTRIAL PARK.

OVER TWO MILLION SQUARE FEET OF INDUSTRIAL SPACE AND TWENTY-TWO FIRMS ARE NOW PART OF THE CENTENNIAL COMMUNITY, AND WHILE ALL THE LAND HAS BEEN SOLD, THE PROGRAM CONTINUES. CORDELL ENGINEERING HAS ANNOUNCED PLANS FOR A 35,000 SQUARE FOOT EXPANSION. COMBINED PROPERTIES HAS BEGUN CONSTRUCTION ON TWO NEW BUILDINGS TOTALING 140,000 SQUARE FEET AND PLANS ANOTHER BUILDING NEXT YEAR OF 150,000 SQUARE FEET. ADD TO THAT A 35,000 SQUARE FOOT BUILDING TO BE CONSTRUCTED BY CENTENNIAL POND REALTY TRUST. I AM ALSO PLEASED TO ANNOUNCE THE CONSTRUCTION OF A NEW HOTEL IN THE CENTENNIAL PARK. THE HOTEL WILL HAVE 225 ROOMS, A RESTAURANT, CONFERENCE ROOMS AND A 1000 PERSON CAPACITY BANQUET ROOM. THE HOTEL WILL BE A MAJOR ASSET TO OUR COMMUNITY.

THE NEXT TWO YEARS WILL BE EXCITING AND YOU WILL WITNESS SOME VERY DRAMATIC CHANGES IN THE CENTRAL BUSINESS DISTRICT. WE HAVE JUST FINISHED WORKING OUT THE FINAL DETAILS FOR PHASE II OF THE URBAN SYSTEMS PROGRAM WHICH WILL BE UNDER CONSTRUCTION THIS SPRING.

THIS PROGRAM WILL PROVIDE NEW TRAFFIC PATTERNS, NEW STREETS, SIDEWALKS, LIGHTING AND TREES FROM CITY HALL TO THE SALEM LINE AND UP CENTRAL STREET. WHEN YOU ADD TO THAT THE IMPROVEMENTS TO THE VARIOUS BUILDINGS DOWNTOWN, AS WELL AS THE MAIN STREET MANAGER PROGRAM, I BELIEVE THE FUTURE LOOKS BRIGHT IT WILL TAKE HARD WORK AND CONSTANT MONITORING TO ASSURE THE LEAST AMOUNT OF DISRUPTION POSSIBLE.

THE FUTURE OF OUR DOWNTOWN HINGES ON THE POSITIVE ENVIRONMENT THAT THE CITY CAN CREATE. A POSITIVE ENVIRONMENT THAT DEALS NOT ONLY WITH MAIN STREET, BUT THE ENTIRE INDUSTRIALLY ZONED LAND SURROUNDING MAIN STREET. THESE INDUSTRIAL AREAS ON FOSTER STREET AND WALNUT STREET ARE UNDERGOING A MAJOR METAMORPHOSIS. A CHANGE THAT IS NOT ONLY RESHAPING THESE AREAS, BUT THE DOWNTOWN AND THE ENTIRE CITY. WITH THE DECLINE OF OUR MATURE INDUSTRIES NEW USES ARE APPEARING AND IT IS IMPORTANT THAT AN OVERALL PLAN FOR THESE AREAS BE DEVELOPED.

A PLAN THAT WILL ALLOW OUR TRADITIONAL INDUSTRIES TO CONTINUE TO EMPLOY OUR CITIZENS. A PLAN THAT WILL ALLOW THE UTILIZATION OF VACANT OR UNDERUTILIZED BUILDINGS. A PLAN THAT WILL PREVENT THE OVERDEVELOPMENT OF OUR DOWNTOWN. SUCH A PLAN IS NOW BEING DEVELOPED BY THE COMMUNITY DEVELOPMENT DEPARTMENT. IN THE UPCOMING MONTHS I HOPE THE CITY COUNCIL WILL HAVE AN OPPORTUNITY TO EVALUATE THIS PLAN AND CONSIDER ITS MERITS.

WE HAVE MADE PROGRESS IN MAKING OUR NEIGHBORHOODS BETTER AND IN CREATING JOB OPPORTUNITIES, IMPROVING OUR RECREATIONAL FACILITIES, AND IN REVITALIZING OUR DOWNTOWN. BUT THERE IS MORE TO BE DONE AND WE CAN TURN OUR PLAN AND OUR VISION INTO A REALITY.

OUR EDUCATIONAL SYSTEM HAS MADE MAJOR PROGRESS OVER THE LAST SEVERAL YEARS. WE HAVE HAD A SUCCESSFUL REORGANIZATION OF OUR GRADE STRUCTURE, FORMED THE PEABODY EDUCATION COUNCIL, CREATED THE ALTERNATIVE HIGH SCHOOL, HAD A COMPLETE REVISION OF CURRICULA AND INSTRUCTIONAL MATERIALS FOR GRADE K-8,

AND WE HAVE IMPROVED THE APPEARANCE OF OUR SCHOOL BUILDINGS, CREATING A BETTER LEARNING ENVIRONMENT. MAJOR IMPROVEMENTS HAVE ALSO BEEN MADE TO THE GROUNDS AND ATHLETIC FACILITIES. WE MUST CONTINUE THE COMMITMENT WE HAVE MADE TO IMPROVE OUR SCHOOL SYSTEM AND PREPARE OUR STUDENTS FOR THE CHALLENGES THEY WILL FACE. THE SUPERINTENDENT HAS OUTLINED HIS GOALS FOR THE NEXT SCHOOL YEAR AND I LOOK FORWARD TO WORKING WITH HIM AND THE SCHOOL COMMITTEE IN THE SUCCESSFUL IMPLEMENTATION OF THESE GOALS.

IN THE AREA OF PUBLIC SERVICES SIGNIFICANT PROGRESS HAS BEEN MADE. OUR ROADWAYS HAVE BEEN SUBSTANTIALLY UPGRADED IN THE LAST TWO YEARS. WE HAVE EXPENDED OVER 2 MILLION DOLLARS FOR RECONSTRUCTION OF CITY STREETS. NEW EQUIPMENT HAS BEEN PURCHASED TO PROVIDE FOR A MORE EFFICIENT OPERATION. WE ARE IN THE PROCESS OF SELECTING AN ENGINEERING FIRM TO STUDY THE FOSTER-WALNUT STREET DRAINAGE BASIN AND PROVIDE US WITH RECOMMENDATIONS TO CORRECT PROBLEMS WE HAVE HAD IN THE PAST.

THE FOSTER STREET INTERCEPTOR IS WELL UNDERWAY AND WILL BE COMPLETED THIS SUMMER. IMPROVEMENTS TO OUR WATER SYSTEM WILL ALSO CONTINUE WITH AN EYE CLOSELY KEPT ON CHANGING REGULATIONS GOVERNING WATER QUALITY, WHICH ARE CURRENTLY BEING DISCUSSED AT THE FEDERAL LEVEL. WE INTEND TO COMMIT ONE MILLION DOLLARS THIS YEAR TO CONTINUE OUR ROAD PROGRAM TO MAKE OUR ROADS SAFE AND CREATE A BETTER APPEARANCE. LAST YEAR WE COMMITTED \$250,000 TO OUR SIDEWALK IMPROVEMENT PROGRAM. WE WILL CONTINUE THAT PROGRAM IN 1988. THIS, ALONG WITH OUR ROADWAY PROGRAM, WILL MAKE FOR A SAFER AND BETTER APPEARING ROADWAY SYSTEM.

PUBLIC SAFETY PLAYS AN IMPORTANT ROLE IN THE QUALITY OF LIFE IN OUR COMMUNITY. OVER THE PAST TWO YEARS WE HAVE MADE SIGNIFICANT PROGRESS IN MANY OF THE GOALS WE HAD SET FOR BOTH THE POLICE AND FIRE DEPARTMENTS.

THE NEW PROSPECT STREET STATION IS NOW OPEN AND OPERATING, TWO NEW TRUCKS, A LADDER AND A PUMPER HAVE BEEN DELIVERED,

AND THE NEW ADMINISTRATIVE OFFICES ARE NOW OPERATIONAL. IN THE NEXT COUPLE OF WEEKS WE WILL BE GOING OUT TO BID ON THE REHABILITATION OF THE CENTRAL FIRE HEADQUARTERS. THIS PROJECT IS A MAJOR UNDERTAKING, BUT WHEN COMPLETED WILL GIVE US A NEW STATE-OF-THE-ART STATION; ALSO, WE WILL BE GOING OUT TO BID ON TWO NEW PUMPER TRUCKS WHICH WILL GIVE US 4 PUMPERS, AND A LADDER TRUCK WHICH WILL ALL BE OF THE 80'S VINTAGE.

IN THE POLICE DEPARTMENT OUR NEW PISTOL RANGE IS NOW COMPLETE AND OPERATIONAL, OUR MANPOWER LEVELS HAVE BEEN RESTORED AND NEW EQUIPMENT HAS BEEN PURCHASED. THIS YEAR WE WILL SEE A NEW COMMUNICATIONS SYSTEM ALONG WITH UPGRADING OF OUTDATED EQUIPMENT AND ALSO A REVIEW OF OUR MANPOWER LEVELS.

THERE WILL CONTINUE TO BE SIGNIFICANT IMPROVEMENTS IN BOTH OF OUR PUBLIC SAFETY DEPARTMENTS. I BELIEVE THE COURSE WE HAVE SET HAS ALREADY LEAD OUR DEPARTMENTS TO BE SOME OF THE BEST IN THE AREA.

THIS YEAR WE WILL BE RECERTIFYING OUR PROPERTY VALUES AS REQUIRED BY STATE LAW. I INTEND TO RUN AN EXTENSIVE INFORMATIONAL PROGRAM SO OUR CITIZENS WILL KNOW WHAT TO EXPECT. IT IS MY HOPE TO BE ABLE TO GO THROUGH THE PROCESS WITH MINIMAL CONFUSION AND ULTIMATELY ESTABLISH A TAX RATE WHICH WILL NOT IMPACT OUR CITIZENS.

THE NEXT TWO YEARS WILL BE EXTREMELY ACTIVE AND WE WILL SEE SIGNIFICANT CHANGE AND PROGRESS. WE WILL BE MOVING FORWARD WITH THE URBAN SYSTEMS PROGRAM, ALONG WITH THE IMPLEMENTATION OF THE SMALL CITIES PROGRAM. THERE WILL BE MAJOR IMPROVEMENTS IN A NUMBER OF CRITICAL INTERSECTIONS; WE WILL BE WORKING ON A PROGRAM FOR THE GOLDEN TRIANGLE. WE WILL SEE IMPROVEMENTS IN OPEN SPACE AND RECREATION WITH THE POSSIBILITY OF A NEW GOLF COURSE; WE WILL BE WORKING ON PROGRAMS FOR PUBLIC SAFETY, SCHOOLS AND PUBLIC SERVICES ALONG WITH MUCH MORE. THESE ARE MAJOR CHALLENGES THAT REQUIRE US WORKING TOGETHER,

AND IT ALSO REQUIRES LEADERSHIP. THE TYPE OF LEADERSHIP THAT IS
NECESSARY, AS I SEE IT, DOES NOT MEAN BEING ALL THINGS TO ALL PEOPLE
AND MAKING PROMISES THAT I CANNOT FULFILL; RATHER IT MEANS BEING FIRM
WHEN NECESSARY, BUT ALSO FAIR. IT MEANS MAKING DIFFICULT DECISIONS IN
THE BEST INTEREST OF THE CITY RATHER THAN THE INTEREST OF A SELECTED FEW.
WE ALL HAVE TO WORK TOGETHER TO ASSURE THAT ISSUES ARE DECIDED ON MERIT
AND NOT BY THE USE OF A POLITICAL BAROMETER. WE OWE THAT TO THE PEOPLE
WE REPRESENT.

LASTLY, THE IMAGE OF OUR COMMUNITY. WHAT WE FEEL ABOUT IT AND
HOW OTHERS VIEW US HAS ALWAYS BEEN IMPORTANT TO ME. WITHOUT GOING THROUGH
A WHOLE LOT OF HISTORY, I KNOW WHERE WE WERE, WHERE WE ARE TODAY, AND
WHERE WE ARE GOING. I SINCERELY BELIEVE WE HAVE MADE SIGNIFICANT PROGRESS.
WHEN PEOPLE TALK ABOUT PEABODY TODAY IT'S FOR ALL THE RIGHT REASONS:
FINANCES, INDUSTRIAL PARKS, MANAGEMENT, ETC.

I AM TRULY PROUD TO BE MAYOR OF THIS GREAT CITY.

IN CONCLUSION, I WANT TO THANK THE PEOPLE OF THIS CITY FOR
GIVING ME AN OPPORTUNITY THAT VERY FEW PEOPLE HAVE HAD. I BELIEVE NO
GREATER TRIBUTE COULD EVER BE GIVEN TO ME, THAN TO HAVE THE PEOPLE OF
OUR COMMUNITY PLACE TRUST AND CONFIDENCE IN ME. TO LEAD THIS COMMUNITY
AS YOUR MAYOR IS AN HONOR I WILL ALWAYS CHERISH, A RESPONSIBILITY THAT I
TAKE SERIOUSLY, A CHALLENGE I WELCOME AND A PLEDGE THAT I WILL DO
EVERYTHING WITHIN MY POWER TO MAKE OUR CITY A BETTER PLACE IN WHICH TO
LIVE.

THANK YOU AND GOD BLESS YOU ALL!

